

CORPORATE HISTORY AND ORIENTATION

Communication is an increasingly important tool of governments and development organizations for social change. The media is the key to communicating with a wider public toward advocating and promoting real social, political and economic change. But visibility also entails risks. It means greater public scrutiny and misunderstandings about what governments and development organizations are doing. That is why it is imperative that the officials and staff of development programs understand how to work with various types of local and international media so as to communicate their messages effectively.

The Center for Development Communication is an organization specializing in communication for and about development. Acting as a bridge between the private and public sectors, our goal is to apply state of the art communication strategies to address social issues in a cost effective manner. The Center was founded in 1997 by Moncef M. Bouhafa after a long career in development mainly with the United Nations Children's Fund (UNICEF). More recently, CDC has developed a strategic approach to media training by adapting and redesigning approaches from the private sector (such as adapting the bridging concept to a more balanced approach) to make them more relevant to social issues in developing countries.

CDC focuses on two main lines of work: Media Training and Communication Leadership. All the activities that the center undertakes are aimed at helping decision-makers advocate and promote the work of their organizations and to design targeted communication strategies that maximize efficiency and effectiveness of their work.

CDC has worked in more than 50 countries—and has delivered learning to more than 25 agencies of the United Nations. We also work with governments, civil society and media agencies.

LEARNING APPROACH

CDC mixes “serious” learning with fun so that participants are comfortable with the learning process.



The more they like what they are taught, the more likely they will internalize it and eventually apply it, which is the goal of any learning event. The Center for Development Communication combines

individual coaching and mentoring with group learning and peer reviews in order to achieve maximum effectiveness for its media training. The approach begins well before the learning event through a pre workshop assessment (conducted on-line) that seeks to identify specific learning needs for each participant. At the same time thorough research is carried out into the work area of each participant. For most workshops, we develop realistic but “fictitious” case studies that help participants at the senior level think through their management decisions in the communication area. Participants work on real issues, and get responses to their questions. We don't claim to always have “the” answer but with

our vast experience we can always share “an” answer.

MEDIA TRAINING

The Center provides various kinds of media training and coaching targeted to senior level staff, programme staff and practitioners. The training is provided both on an individual basis and in organized workshops. In order to give participants a realistic perspective, and to tailor the approach to a specific region, CDC's associates include former and currently working journalists based in various parts of the world. There is an appropriate balance between print, radio and TV.

The objectives of the training are:

1. Develop messages that work to promote organizational issues and activities; and lead to better understanding of those issues by local and international audiences
2. Engage the media in effective ways that build bridges, respond to journalists' needs and that are consistent with organizational policy and practice
3. Develop individual skills to manage an interview effectively and ensure that accurate and relevant messages are transmitted while building credibility (practical skills such as confidence and control in front of a camera are also taught)

The International Executive Media and Television Workshop (IEMTW)

This is the Center's flagship event that has built a successful track record throughout the development community. The course is taught in English and French and is designed for 7 to 14 participants at a time, in order to provide each participant with a good mix of individual coaching and classroom sessions. The course is offered several times a year with the schedule posted on CDC's website at www.cendevcom.org. CDC has delivered twenty-six courses so far in Africa, Asia, Europe and the Middle East.

The workshop is designed to:



Provide practical skills.

“When we were suddenly confronted with demands for TV and radio interviews during the Child Trafficking case involving Benin, I quickly went back to my workshop notes to get organized and devise an emergency strategy” Nicholas Pron, Programme Coordinator UNICEF.

Help organizations re-think the role of communication.

“Whereas previously many [staff] had relegated the provision of information to the Press Office, participants learnt that they too had a responsibility to reflect the organization's image clearly” David Lazarus, Chief of Information for the Economic Commission for Asia and the Pacific (ESCAP), Bangkok, Thailand.

Focus on the practical problems faced by the participants, thanks to our comprehensive knowledge of the UN system.

“With your deep understanding of the media/image/publicity/

communications issues that UN agency heads are confronted with in a country setting, you were able to right away pinpoint the gaps and shortcomings we have in dealing with the media.” Romulo V. Garcia, Senior Official, United Nations Development Programme, New York.

Help develop strategic communication thinking within organizations.

“The training module offered by the Center for Development Communication responds to a need amongst development specialists to add strategic communications as a key tool for effective development management.” Steven Ursino, UN Resident Coordinator, Niamey, Niger.

Help build capacity in the United Nations System.

“Through this workshop, you provided the newly appointed Resident Representatives of the United Nations Development Programme with the necessary practical tools to implement a communications strategy, to create and maintain positive relations with the media and to orchestrate successful media coverage.” Francis Dubois, UN Resident Coordinator, Baghdad, Iraq.

Tailored Events

CDC has the privilege of working with more than 25 UN organizations, governments, NGOs as well as companies from the private sector, to provide made to order learning events for both practitioners and decision makers. CDC has delivered the training in Africa, Asia & the Pacific, the Middle East and North Africa, Latin America & the Caribbean, Eastern Europe, and Europe and North America. Courses have been organized in English, French, Arabic, and Spanish. The following options are available.

Individual Coaching for Chief Executives and Heads of Agencies

CDC has worked with more than a dozen Chief Executives in the United Nations System and in Government to provide individual coaching for media interviews. Clients have included the International Labor Organization in Geneva, the United Nations Secretariat in New York, The World Meteorological Organization, the Special Representatives of the Secretary General, Economic Commission for Europe, Economic and Social Commission for Asia and the Pacific and the Executive Privatization Commission in Jordan. Usually in a half day session, CDC focuses on primary concerns of the CEO or Executive Secretary, and works to improve message content as well as delivery.

Media Skills for Managers

CDC provides this course to help senior managers in organizations better interact with the media. These usually include coaching and message development as they are important points in dealing with the media. Participants learn the distinction between various types of interviews and gain an understanding of what the media are looking for and how to converge a good message with a good story. Training has recently been provided to the ILO staff in Geneva and field offices, CGIAR spokespersons, UNFPA, UNDP among others. The courses have sometimes also included panels of working journalists from NPR, The Financial Times and Radio France International among others.

Spokesperson Training

CDC trains spokespersons in media relations, strategic

communication and crisis management. This learning has been delivered to newly appointed United Nations Resident Coordinators, UNICEF country representatives, United Nations Country Teams, Consultative Group on International Agricultural Research (CGIAR) media spokespersons, Civil Society Representatives, and Government Officials. CDC’s training differs from many other organizations in that it provides a mix of individual coaching as well as classroom sessions, and through use of digital technology is able to share edited sound-bites with participants during the course. CDC has been privileged to offer this training globally in Asia, Africa, Europe and the Middle East. CDC provides coaching centered around a number of different media scenarios that one might encounter in different cultures. This is important since there is no single global recipe for being a better spokesperson.

As the company has matured, we have been solicited to help governments communicate their messages more effectively. Recently CDC trained government spokespersons in Albania, Guinea, Haiti, Syria and Ministries of Education and Health in Guinea. CDC designed this course to provide the spokespersons with the necessary skills to design a communication strategy, and to make more effective use of different tools to engage the media around key issues. Participants came from a number of sectoral ministries as well as from the parliament and the Prime Minister’s office. The course responds to the need for government to be able to communicate in transparent and effective ways as part of good governance. The course builds on CDC expertise in the area with governments in Africa, Latin America and the Caribbean, and in the Middle East.

Communication Skills for Diplomacy

Diplomats require strong communication skills, as they often are called upon to represent their country’s viewpoint in the local media, often as the result of a crisis. CDC has worked closely with the UN’s International Training Centre, based in Turin, Italy to develop a two day training component for the Diplomatic Institute of the Italian Ministry of Foreign Affairs.

The course is offered several times a year to diplomats that have qualified for the rank of counselor. CDC has offered this training since 1998. Courses are also offered through the ITC for diplomats from other countries, with funding from the United Nations.

Training for Practitioners

CDC has worked closely with the United Nations Development Programme (UNDP) to design a training component on strategic communication for communication officers serving in more than 100 locations around the world.

The course has been delivered in both French and English to practitioners serving in Africa, Asia, and Europe. A comprehensive training manual was also produced. CDC has also provided similar training to the Executive Privatization Commission in Jordan, the Women’s Movement in Morocco, Child Rights Advocates in West Africa, and World Bank Project Staff in Guinea. CDC has also provided training for staff of UNIFEM, and worked with OCHA staff in Africa and Asia. This training includes a strong focus on tools and tactics to engage the media. This training can be tailored to the needs of any agency or

organization and delivered in English, French, and Spanish.

COMMUNICATION LEADERSHIP

CDC is a center of excellence for all aspects of communication for development. Beginning with audience research, through to evaluation of communication interventions, CDC helps organizations develop and implement communication strategies for social development programmes. CDC's principal helped develop the concept of Social Mobilization while in UNICEF, and worked extensively in social marketing and behavior change communication in UNICEF and with the Johns Hopkins University's Center for Communication programmes, a recognized leader in the field.

Research

Research is the center piece of any strategic communication intervention. CDC helps organizations plan and carry out cost effective research. CDC can design and carry out both qualitative and quantitative studies, based on the need and resources of the client. CDC has partnered with a number of the leading research agencies in developing countries; including the CDC 6 Focus Group in Niger and Market Research Organization in the Middle East to help agencies better understand audiences' knowledge, attitudes and practices. A major study was conducted in collaboration with the University of Niamey for UNICEF in Niger to identify ways of reaching rural women.

More recently, CDC worked with the World Bank to conduct a stakeholder analysis to help inform the larger communication strategy for promoting public private partnerships for health services delivery in Africa. In Ethiopia, a five and a half day course on "Development Communication" was designed to include a field trip where data could be collected from different projects so participants could actually formulate a communication strategy based on real research and not a fictitious case study.

Strategy and Project Design

CDC provides counsel through its Director and other experts in developing communication strategies that address audiences, behavior objectives, messages, methods of delivery (tactics and tools) and monitoring and evaluation. Recently, CDC worked closely with UNDP in Haiti, UNICEF in the Middle East, and with two major projects funded by the World Bank in Guinea. CDC designed a strategy for Climate Change Awareness for the United Nations Environment Programme, and has worked with Civil Society Organizations in Mali to develop advocacy strategies for cooperatives, decentralization and primary education.

CDC recently worked with the World Bank to develop a communication strategy for boosting public private partnerships for health service delivery in Africa. This strategy targets a variety of audiences including African Parliamentarians, health practitioners and decision makers, donor agencies and specialized media. The strategy provides specific messages designed for each audience and lists the best tools to reach them effectively. Monitoring and evaluation criteria are also provided for each suggested activity.

CDC has also recently partnered with the Abu Dhabi Authority for Culture and Heritage in developing a promotion department and

media section for cultural heritage in Al Ain.

Training Manuals

CDC has produced a number of communication training manuals on a range of issues. Production of these materials has resulted from adapting course content, usually conducted by CDC, into a learning format. We have produced exact "how to" manuals for trainers, learning materials for participants and support materials including CDs containing additional readings and video clips which participants and trainers can both use. Examples include working with the United Nations Department of Public Information and the Department of Peace Keeping Operations (DPKO) to produce the "Rapid Public Information Response in UN Peacekeeping Operations" course into a manual format. This is an extensive manual with 7 modules which can be taught together or as stand alones.

We also designed the ILO self-learning package consisting of individual sessions ranging in communication topics. These sessions included targeted readings as well as practical activities which help fine tune the learned skills (i.e. actual press conferences where ILO staff briefed media, design a message for an interview, review media clips of ILO staff and identify which were effective in getting their message across). The content and case studies used were specific to current ILO issues. A DVD with video materials was also developed by us as part of the learning.

CDC designed a learning package for the Consultative Group on International Agricultural Research (CGIAR) based on the training course we conducted for them at the Harvard Business School.

Evaluation

CDC's director is often called upon by major international agencies to lead or participate in evaluations of communication projects or projects with a significant behavior change and communication component. He served as team leader for the mid-term evaluation of the \$22 million dollar USAID funded CHANGE project and was the communication expert on the mid term evaluation of the USAID contribution to the Global Polio Eradication effort.

CDC has carried out programme evaluations for other clients including a children's radio programme implemented by Plan International in Senegal and other countries in West Africa.

LIST OF CLIENTS

Governments

- *Government of Guinea, Office of the Prime Minister*
- *Government of Haiti, Office of the Prime Minister*
- *Government of Syria (Office of the President, Ministry of Expatriates)*
- *Government of UAE, Al Ain Economic Development Authority*
- *Ministry of Education, Conakry, Guinea*
- *Ministry of Health, Conakry, Guinea*
- *United States Agency for International Development (USAID)*

Private Sector and Non Governmental Organizations

- *Academy for Educational Development (AED) Washington DC*
- *Coca-Cola EURASIA, Istanbul, Turkey*

- *Consultative Group on International Agricultural Research (CGIAR), Washington DC*
- *Management Systems International , Washington DC*
- *Plan International, Dakar, Senegal*
- *The Futures Group International (TFGI), Washington DC*
- *World Vision (Ethiopia)*
- *World Wide Fund for Nature (WWF) Macro Economics Program Office, Washington DC*

Multi-lateral Organizations

- *Economic Commission for Africa (ECA) Addis Abeba, Ethiopia*
- *Economic Commission for Asia and the Pacific (ESCAP). Bangkok, Thailand*
- *Global Environment Facility (GEF), Washington DC*
- *Human Development Report Office, UNDP, New York*
- *International Labor Organization (ILO) Geneva, Asia, Middle East, Africa, Turin Centre*
- *International Labor Organization, International Training Centre, Turin, Italy*
- *International Organization for Migration (IOM) Geneva, Switzerland*
- *Joint United Nations Programme on HIV/AIDS (UNAIDS)*
- *The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)*
- *The World Bank Group Washington DC and Bangkok*
- *United Nations – Department of Public Information (Strategic Communication Division) New York*
- *United Nations - Office of the Coordinator for Humanitarian Affairs (OCHA)*
- *United Nations - Special Representatives of the Secretary General (SRSG) with UNITAR and DPI*
- *United Nations Children's Fund (UNICEF), Abidjan, Amman, Baghdad, Conakry, Damascus, Islamabad, Khartoum, Monrovia, New York, Niamey.*
- *United Nations Country Teams (Cambodia, Damascus, Fiji, Ukraine, Mongolia, Cameroon, Nigeria, Senegal, The Gambia, Guinea Bissau)*
- *United Nations -Department of Economic and Social Affairs (DESA)*
- *United Nations Development Fund for Women (UNIFEM), New York*
- *United Nations Development Programme (UNDP), Kiev, Suva, Yaoundé, Gambia, Niamey, Phnom Penh, Port au Prince, Ulaan Bator, New York, Washington DC, Conakry, Bissau, Zagreb*
- *United Nations Development Programme (UNDP), Learning Resources Centre, New York – New Resident Coordinators*
- *United Nations Development Programme, Communication Office of the Administrator, New York*
- *United Nations Environment Programme (UNEP), Geneva*
- *United Nations Office for Procurement Services (UNOPS)*
- *United Nations Population Fund (UNFPA) New York, Fiji, Asia Bureau*
- *United Nations System Staff College (UNSSC), Turin, Italy*
- *World Health Organization (WHO)*
- *World Meteorological Organization (WMO)*

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